



SAN DIEGO STATE  
UNIVERSITY

College of  
Extended Studies

*never stop learning<sup>SM</sup>*

# Upfront

An eSource from the  
College of Extended Studies  
San Diego State University

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[www.neverstoplearning.net](http://www.neverstoplearning.net)

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## Guess Who?

This coach is a former race car driver, and established the field of business coaching in the United Kingdom. He wrote the book, *Coaching for Performance*, a book that has sold over a half million copies and has been translated in 17 different languages.

Answer: Sir James Whitmore

# Change Behaviors to Change Results | The Spirit of Coaching

In your lifetime the likelihood of working with a coach is pretty high. There are plenty of coaches out there: sports, life, health, personal, career, and so on. However, in business, coaching is still a relatively new concept.

## History

Many organizations expect their senior leaders and middle managers to help their team members reach higher levels of performance, and also increase job satisfaction. In the late 1980s organizations realized that they needed trained professionals to offer coaching to employees to achieve goals, so in 1990, business coaching was born. Today, business coaching is a highly recognized discipline, and coaching focuses on growing the business by changing behaviors and mentoring employees to achieve results.

## Answering Questions by Questioning Behaviors

Jordan Goldrich, a coaching instructor at San Diego State University, says, "There are plenty of reasons to take up coaching, and one coaching class can change your life – people learn to take assessments and work on themselves. Coaching teaches models as well as highlights personal growth."

Coaching also makes you ask questions that you might not ask of yourself, such as: a) How do you manage yourself?; b) How do you have a difficult conversation in the workplace?; and, c) How do you manage change?

By asking questions of yourself, and questioning common behaviors in business, one can become more effective. And, studying coaching and implementing what you learn is essential. "Taking a coaching course helps executives and managers uncover beliefs, values, and thoughts that drive behavior and performance. It helps challenge people's models of themselves, of others and of their organizations," says Goldrich.

## Three Items for Success

Asking questions of yourself is the essence of coaching and according to Goldrich, successful coaching looks at three elements of a person:

- Skills – like customer service, listening, etc.
- Mental Model – how you think and behave according to your values, beliefs, and experience.
- Managing Yourself – self-awareness on how a person reacts to situations. This element helps a person uncover the beliefs, values, and thoughts driving behavior and performance.

In basic terms, taking a coaching class will help you challenge individual models, asking and thinking to look at things in a different way.

## The Future of Leadership Coaching

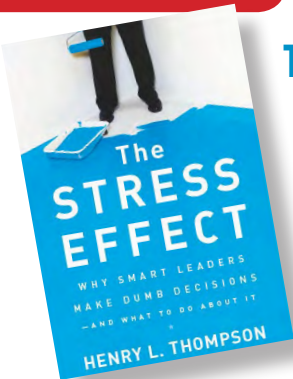
Although "coaching" has become a buzz word in business and might be wearing thin for some, SDSU's coaching classes are currently doing just what it asks of students of coaching – to ask questions of itself. San Diego State University's Professional Certificate in Leadership Coaching for Organizational Transformation is consistently looked at and updated for relevancy in today's fast-changing business world.



# ational Transformation



## HotBookPick



### The Stress Effect: Why Smart Leaders Make Dumb Decisions – And What to Do About It

By Henry L. Thompson

Henry Thompson – who is an award-winning organizational psychologist, leadership consultant, researcher, and author – dives head first into the pool of negative consequences of stress on decision making. A 2010 release, *The Stress Effect* focuses on stress, but also covers solutions to stress factors. Decision making is approached in many ways – through cognitive intelligence influences and emotional intelligence. Thompson provides many recommendations to prevent bad decision making and offers the seven best practices to prevent stress.

## Coaching Sound Off

Student | Eric Perkins

Training Specialist, Mission Federal Credit Union

I was a big believer of coaching prior to attending SDSU's coaching classes. However, what I discovered is that I needed more information to be a more effective coach. There was a lot that I didn't know, and the class only encouraged me to keep learning.

I consistently refer back to my textbooks, materials, and experiences.

I now encourage managers to sign up for the SDSU certificate. I believe it has been the single most important learning I've had in my career.

I really can't say enough about the experience of the certificate. It was an incredible learning experience.

Instructor | Jordan Goldrich

Having been an executive vice president of operations, Jordan Goldrich knows growth and success. He worked at a company that jumped from seven employees to 65 employees in eight years with an 800% revenue growth. His boss at the time sent him to a SDSU class called, "Global Strategic Leadership," which was a precursor for coaching.

"It lit a fire under me about leadership and what good leadership can do for a company." He co-designed and co-created a coaching program with Marshall Lightner eight years ago and today is an instructor in the coaching program at SDSU. He is also an adjunct instructor at the Center of Creative Leadership.



## Q & A | A Lifelong Dream of Wine Realized



**M**ichael Cheatham grew up in Europe and each summer, he and his family would spend 30 days on the road touring the countryside of Europe. The thing he remembers most from these annual trips is food and wine. Cheatham recalls the vineyards with intrigue, and those childhood memories left such an impression that he would carry this interest into adulthood.

Michael Cheatham now runs a wine club with 50 members, is a certified specialist of wine, a certified Spanish wine educator, and a member of the Guild of Sommeliers, Wine Educators, and Wine Century Club. He continued his lifelong experience with wine by taking Business of Wine classes at San Diego State University.

### What led you to wine?

My family moved to San Bernardino, California in the late 80s. I would ride my dirt bike to the vineyards to sit and eat lunch. I would spend hours just sitting next to the vineyards. As an adult I was on the Internet when I stumbled upon SDSU's wine page. I said why not. I signed up and took Food and Wine Pairing II.

### After your first SDSU class, why did you decide to take more classes?

Two of the best things about the wine classes are the intimacy and the relaxed nature of the instructors. You can feel their passion and knowledge. This passion spurred me to take more classes, and learn more about wine.

### What was one thing you learned in your SDSU wine classes that you use today?

Definitely, my tasting ability. I was pretty knowledgeable, but I honed my tasting skills. It opened my palette. From my first class I got the idea of "I can do this, too."

### What surprised you about your experience?

A few things. Every class was a surprise and every glass was a surprise. I realized how good wine can be with knowledge. How uniform it is. I also learned that wine people are cool. They are not snobs at all.

### Do you still keep in contact with fellow students?

Yes, one of my best friends I met in class. A few of us get together every other month. We eat food and taste wine.

### What advice would you give to someone thinking about taking an SDSU wine class?

Put your preconceived notions and insecurities about wine aside. There were so many different kinds of people in my classes – different ages, different experiences, different reasons for taking a class. Bite the bullet and try one course. It's a relaxed environment and not high pressure at all. Nothing about the classes is intimidating and the price is great for the amount of things that you learn.

To learn more about SDSU's College of Extended Studies Professional Certificate in the Business of Wine, please visit [www.neverstoplearning.net/wine](http://www.neverstoplearning.net/wine).



**Did You Know?** Young wine is said to have an "aroma," while a more mature wine has a "bouquet."

## The 7 Basic Steps to Winemaking

- 1 Harvest the grapes
- 2 Crush the grapes
  - a. If red, the skin and seeds remain
  - b. If white, skin and seeds are removed
- 3 Everything is poured into stainless steel fermentation tanks
- 4 Fermentation begins
- 5 After fermentation, the wines are poured into barrels for aging
- 6 Wine is racked, or pumped from one barrel to an empty barrel
- 7 After months in barrels, wine is placed in bottles to continue aging

“Wine is the most civilized thing in the world.”

~ Ernest Hemingway



## Most Popular Grape Varietals

Cabernet Sauvignon

Champagne/Sparkling Wine

Chardonnay

Gewurztraminer

Merlot

Muscat

Petite Sirah

Pinot Gris

Pinot Noir

Riesling

Sauvignon Blanc

Syrah

Zinfandel



## Wine in History

In 1801, Thomas Jefferson's annual salary was \$25,000. That same year, Jefferson spent \$6,500 for provisions and groceries, \$2,700 for servants, and \$3,000 for wine.



## 7

### Things That Affect Work

Access to Information

Communication

Diversity of Workforce

More Competition

Speed, Size, Faster, Smaller

Technology

Well-informed Customers

## What Is Needed to Be Effective in Today's World

"If you don't have highly creative people in positions of real authority, you won't get innovation," writes Darrell Rigby, Kara Gruver, and James Allen in their *Harvard Business Review* (HBR) article "Innovation in Turbulent Times." Their main argument? Creative people "typically imagine a whole picture and see every innovation as a part that has to fit that whole. They are less concerned with perfecting any one component than with creating a brand statement that enhances the entire customer experience."

In other words, creative people are not only skilled at imagining innovation, but also at integrating it into their organizations.

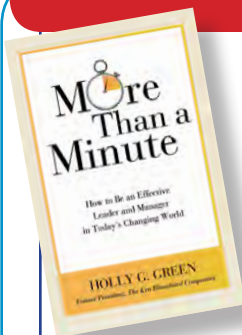
The creative generation of ideas is where many discussions around innovation begin and end. Many of the metaphors we use for creative inspiration are used to describe innovation as well – lightning strikes, a light bulb switches on, the muse whispers in an ear tuned to her frequency. In each of these metaphors, innovation happens capriciously at best, and most often to other "creative" people.

If you don't typically think of yourself as creative, and you don't have "the muse" on speed dial yet, can you still become an innovator?

"Yes," says Holly Green, definitively.

Green writes about innovation regularly, drawing on over 20 years of executive-level and operations experience in FORTUNE 100, entrepreneurial, and management consulting organizations – as CEO of The Human Factor, Inc., former president of the Ken Blanchard

### HotBookPick



### More Than a Minute: How to Be an Effective Leader and Manager in Today's Changing World

By Holly Green

This book provides the reader with valuable tools and practical guidance to develop and grow as effective managers and leaders. It gives the rationale and thought processes behind what makes a successful leader. *More Than a Minute* is not about theories, it's about doing, so you and your organization achieve measurable results.

Companies, and a former senior executive of the Coca-Cola Company. This fall, she'll teach the Professional Certificate in Core Management and Leadership Program at SDSU's College of Extended Studies.

"The brain has an amazing capacity to consider things differently," she says. "Our problem today is that we're running so fast we never pause to do that. We'd rather do it over than do it right. The key is to learn some of the triggers for your brain, and to use those. Give it five seconds, and you can be innovative. It's about asking key questions:

What if someone else has different data? What if we look at this from a different perspective? What would our competitor do? What do our employees think is the most important thing to change?

"It's about considering different angles, changing your perspective, and challenging your own assumptions and your own belief structures. These are fairly simple approaches; the problem is that everything in the world around us beats that out of us today. The more successful we are, the more we get stuck doing the same things

that helped make us successful."

If your ability to generate innovative ideas can be improved with practice, what about that crucial second step?

"The common recipe for increasing innovation predominantly focuses on generating and vetting new ideas," write authors James Cash, Michael Earl, and Robert Morison in their *HBR*

article "Teaming Up to Crack Innovation and Enterprise Integration."

"But that's not the problem: large corporations generate plenty of ideas. Too many, in fact.

They well up everywhere

– in interactions with customers, working with business partners, fixing operational glitches.

The problem is harvesting them, allocating the company's vast resources to them, and managing their development in a coordinated and efficient way."

"Innovation is more than brainstorming or idea generation," Green agrees. "To be truly innovative, you have to *do* something different.

And for businesses, whatever it is you do must have value for at least one of your stakeholder groups – employees, customers, suppliers, partners, etc."

**"It's about considering different angles, changing your perspective, and challenging your own assumptions."**



## TIME TO PAUSE

Maybe the work hasn't changed, but how we work has drastically changed in the last 25 years. What managers and leaders face today is that their lives are busy, and they will only get busier. Yes, we have become more efficient, but we should and need to take time to pause. Here are a few facts to make you pause and reasons why we don't pause enough.

Year	Invention
1973	Handheld Phone
1977	Home Computer
1990	World Wide Web
1990s	Video Conferencing via Computer
1992	Search Engine
1992	PDA's
1995	RSS Feeds
1997	Blogs
2000	Social Media
2003	Internet Phone Calls
2007	Touch Technology on Cell Phones
2008	The Orbital Internet



# Digital & Social Media

## 9 Things to Consider

Much goes into creating a website, but if you want high search engine rankings, consider these elements.

- 1 **The Title Tag**
- 2 **H1 and H2 Text**
- 3 **Body Text and Keyword Density**
- 4 **URL, Subdirectory and Folder Naming/Structuring**
- 5 **Same Site Link Texts and URLs**
- 6 **Outbound Link Text**
- 7 **Meta Keywords, Description and Robots Tag**
- 8 **IMG Alt Tags**
- 9 **HTML Comments**

Does this seem confusing? Don't worry, you will learn all nine in SDSU's SEO class. Visit [www.neverstoplearning.net/digitalmedia](http://www.neverstoplearning.net/digitalmedia).

## What is SEO?

The search engine optimization (SEO) process has been around for years, but very few know what it means and what it can do for your business or website.

In basic terms, SEO is the process used to improve – volume and quality – traffic to your website or web page. Search engines like Google, Yahoo! and Bing send search spiders to pick up keywords and links on web pages, the placement and volume of keywords and links on these pages leads to list and/or page ranking of the site when someone searches terms on a search engine.

For example, if someone typed in "hamburger" in a search bar, depending on the placement,

amount, and usage of the word "hamburger" on your site (plus links), it produces your ranking on the search engine results page – meaning which page and in which order.

Optimizing sites for search engines started in the mid-90s, when search engines were starting to catalog the web. In the early years it was a simple process of submitting the URL to the various engines; however, it quickly became important to have a top search engine ranking

position, so more individuals could find your site – since individuals usually click on the first or second link listed.

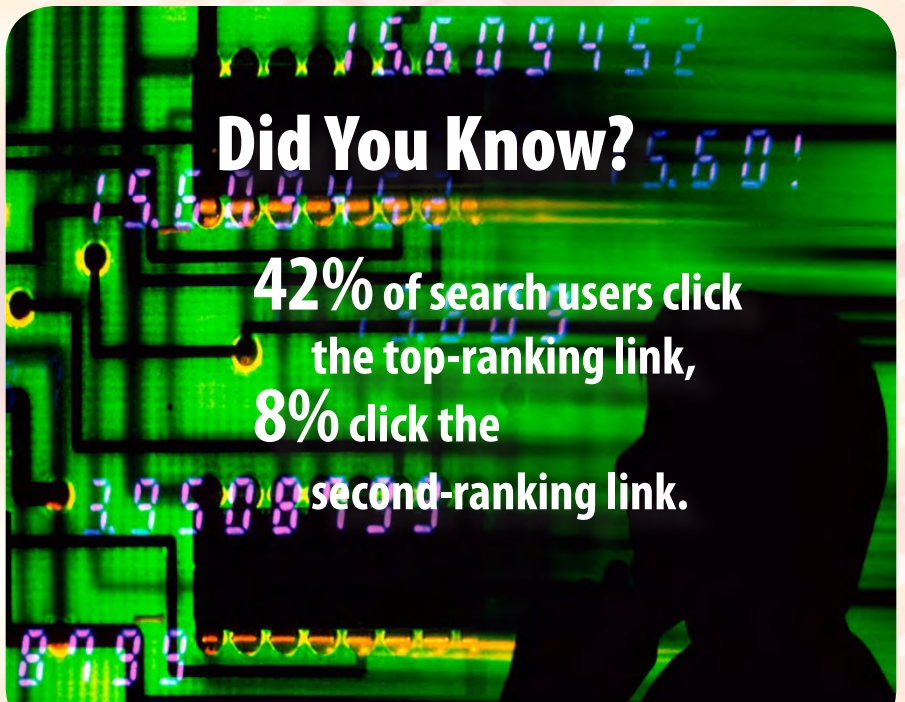
Getting your site highly listed on a search engine involves SEO knowledge and strategy.

Learn about SEO and more by taking the Digital & Social Media certificate program at SDSU's College of Extended Studies. Visit [www.neverstoplearning.net/digitalmedia](http://www.neverstoplearning.net/digitalmedia).

**Getting your site highly listed on a search engine involves SEO knowledge and strategy.**

## Did You Know?

**42% of search users click the top-ranking link, 8% click the second-ranking link.**





# Business Writing

## The Five Essential Steps to Effective Business Writing

By Anne Bromley

A powerful method for developing any document, from a quick note to a lengthy report, is the Five-Step Writing Process.

### 1. Think

Begin by clustering or “mind-mapping” your ideas. Be sure to think about what you want to write and to whom you are writing. All too often we begin writing without thinking about our audience. Then choose a sequence in which to organize your ideas for the greatest impact.

### 2. Write

Write freely and quickly for a set period of time (e.g., ten minutes) without stopping to edit or proofread your document. This “free writing” will help to develop your “natural” voice. Don’t worry about grammar or spelling at this stage. Writing is a creative activity and you want to let your mind say what it wants to say.

### 3. Walk Away

Take a break from your work for at least an hour. This time away will allow you to review your work more objectively. Ideally, you would leave a writing project overnight, but of course, that’s not always possible.

### 4. Edit

At this point you will need to focus on how you want to communicate your ideas to your reader. Is the main idea in the right paragraph? Do your headings have visual appeal? Are your sentences



choppy or too long? Have you chosen the right words to match your tone? **Tip:** Shift +F7 will bring up a thesaurus in Microsoft Word.

### 5. Proofread

Finally, check the grammar, punctuation, and spelling in your document. If possible, have someone else review your work, because it can be very difficult to find your own mistakes. And here’s one final tip: although spellcheckers found in word processing software are great tools, you can’t depend on them to find all your mistakes.

Visit [www.neverstoplearning.net/bw](http://www.neverstoplearning.net/bw) to learn the “write” way to success with SDSU’s College of Extended Studies Business Writing for Success program.

*Anne Bromley is a widely published writer and award-winning educator who has taught professional writing classes for over 20 years. In addition to conducting business writing courses at SDSU, she has published two collections of poetry with Carnegie Mellon University Press (Midwinter Transport and Scenes from the Light Years).*

## Biz Writing Gives You the Write Edge

If you believe that what and how you write isn’t important, think again. One of the skills that companies value in an employee is communication skills – listening, speaking, and, most importantly, writing. The ability to write effectively is essential in business. Do you know the right way to move to the next level?

One of the greatest employment trends of today is the need to write clearly and quickly, and it has never been more important than in today’s highly competitive, technology-driven global economy. Don’t let bad writing and grammar stall or sink your career.

### Why is business writing important?

- Is the first impression that you give to a potential employer or client
- Helps you pose worthwhile questions and answers
- Allows you to influence others
- Is a principal factor of which your work and competency are judged
- Makes you think critically
- Expresses who you are as a person

## Why Project Management? By Paul Morris

**M**ost of us did not grow up planning to be a project manager. We may have wished to be a police officer, or a fire fighter, or even president of the United States, but not a project manager! It just was not something that came to the front of our thoughts as we got older, went to school, and planned for our careers.

This is why project management training and attending project management classes becomes important to us. We may find ourselves being asked to lead a project or to be a member of a project team in our organization. It's because of the increase in project management training classes that more projects are successful today than in years before. We are learning and getting better at understanding the skills, tools, and techniques that make managing, leading, and implementing projects more successful now than in the past.

Projects work better when they are smaller and include strong communications, disciplined project management, and standard project management tools. We have an understanding of this because of trial and error and the lessons learned from those experiences. Learning is one of an organization's most critical intangible assets. Learning drives innovation and fosters response to change and improvements in both processes and procedures. Learning also helps organizations anticipate and react to change as they surface. Learning and training help organizations find ways to reduce costs and to make improvements that lead to greater effectiveness and efficiencies.

I was approached back in the late 90s to help implement a smaller sub-project of a larger financial system project for the City of San Diego. I was not sure what would be required of me to work on this task. Another employee at the time had mentioned to me the idea of project management,

and I became interested in learning more, yet was unfamiliar with what this discipline was all about. It seemed to me that doing some research and getting training in project management would be helpful. That led me to the Project Management Certificate Program at San Diego State University's College of Extended Studies in 2001-2002. Taking those classes along with becoming involved with the formation of a project management office with the city and involvement with more project

work, has led to my role as a project manager and my certification as a Project Management Professional (PMP).

Innovation relies on project management. Whether the innovation concerns a new product, a new process, or a contribution to something

better, project management as a whole will see a more successful outcome reached more quickly, having consumed fewer resources. Without well-trained and capable project managers, the impact on any organization's success will suffer. Project management classes will assist new and seasoned project managers in the planning, execution, and successful completion of projects.

SDSU's Professional Certificate in Project Management program runs twice a year. The 2011 series begins on Jan. 4 – earn a certificate by July 2011. Visit [www.neverstoplearning.net/pm](http://www.neverstoplearning.net/pm) for details.

*Paul Morris is currently the OneSD SAP Training lead for the City of San Diego. He has been a member of the Instructor Team of the Project Management Certificate Program since 2005. Morris has been a project manager since 1999 and is PMP certified. He has implemented multiple projects for many city departments, and has private-sector project management experience in public safety and telecommunications.*

**Learning drives innovation and fosters response to change and improvements in both processes and procedures.**



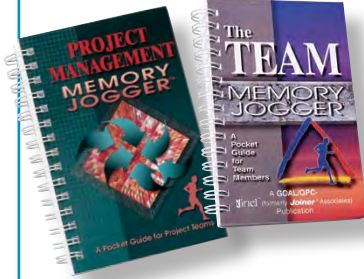


## Ask Edwina The Expert

### HotBookPick

#### Stick It in Your Pocket

As a project manager, you have many hats to wear and are being pulled in many different directions. Let these two books help you – and best yet, they are small enough to stick in your pocket.



**The Team** | This 164-page reference guide helps you capitalize on team performance, guides you in building a successful team, and provides insight on project communications, productivity, and decision-making.

**Project Management** | This resource sums up the project management process in easy, clear language. It can be used by anyone – from beginner to advanced – participating in a project. Best yet, it applies to all projects, big and small.

**Q. Why is it so hard to have a good team?**

**A.** Individually, team members frequently don't understand the environment, roles, responsibilities, communication behaviors, and other activities that support good teamwork.

**Q. We have a lot of skilled employees at our company. Why doesn't their skill knowledge make for good teamwork?**

**A.** The technical aspects of project teams is frequently well defined, however, the social and people side of teams require the special skills that drive team success.

**Q. What are special skills needed to be an effective team member?**

- A.**
- 1) Take responsibility for your share of the work and understand how to get work done in teams.
  - 2) Learn the range of team roles and responsibilities – what is my role and what are the requirements for that role.
  - 3) Follow through on commitments.
  - 4) Contribute effectively to discussions.
  - 5) Learn effective meeting management skills.

*Edwina McKinney has over 20 years experience as an internal and external consultant to hundreds of companies in the San Diego and Southern California area. She has considerable practical experience in teambuilding, meeting management, change management, and financial skills. She earned her B.A. in journalism from the University of Oregon and also did graduate studies at the University of Minnesota and Harvard University.*

## WHAT IS YOUR WORK PERSONALITY?

	FOCUSER	RELATER	INTEGRATOR	OPERATOR
Wants to Know:	Tasks at Hand	Big Picture	Significance	Details
Preferred Role:	In Charge	Coordinator	Problem Solver	Monitor
Concern:	Practically	Teamwork	Innovation	Documentation
Manages By:	Directing	Organizing	Planning	Controlling
Managing Style:	Authoritative	Democratic	Self-Directed	Systematic
Wants to Be:	Productive	Flexible	Self-Reliant	Accountable
Values:	Experience	Participation	Questioning	Compliance
Follows:	A Strong Leader	Group	Personal Reason	Policy
Works Best:	Clear Goals	Broad Goals	Ideas/Input	Systems
Focus Is On:	Results	Communication	Interaction	Process
Wants:	Authority	Observation	Time to Access	Boundaries
Learns By:	Doing	Observation	Listening	Repetition

## Professional Certificate in Marketing & Media

The Marketing Plan	Sept. 29-Oct. 20, 6-9 pm	Wednesdays
Introduction to Interactive Marketing	Oct. 27-Nov. 17, 6-9 pm	Wednesdays
Creativity and Media	Nov. 23-Dec. 14, 6-9 pm	Tuesdays

For details, contact [kcacka@mail.sdsu.edu](mailto:kcacka@mail.sdsu.edu) or [www.neverstoplearning.net/marketing](http://www.neverstoplearning.net/marketing)

## Professional Certificate in Digital & Social Media

Advanced Social Networking Tools	Sept. 28-Oct. 19, 6-9 pm	Tuesdays
Video Production for the Web I	Oct. 2-23, 9 am-1 pm	Saturdays
Search Engine Optimization (SEO)	Oct. 26-Nov. 16, 6-9 pm	Tuesdays
Video Production for the Web II	Oct. 30-Nov. 20, 9 am-1 pm	Saturdays
Video Coaching Clinic (not applicable to the certificate)	Dec. 4, 9 am-1 pm	Saturday

For details, contact [kcacka@mail.sdsu.edu](mailto:kcacka@mail.sdsu.edu) or [www.neverstoplearning.net/digitalmedia](http://www.neverstoplearning.net/digitalmedia)

## Leadership Coaching for Organizational Transformation

Coaching Essentials for Performance and Development	Sept. 21-Oct. 26, 5:30-9:30 pm and Oct. 16, 8:30 am-4:30 pm	Tuesdays and Saturday
Assessments, Feedback, and Performance	Nov. 9-Dec. 14, 5:30-9:30 pm and Nov. 20, 8:30 am-4:30 pm	Tuesdays and Saturday

For details, contact [rbeard@mail.sdsu.edu](mailto:rbeard@mail.sdsu.edu) or [www.neverstoplearning.net/coach](http://www.neverstoplearning.net/coach)

## Professional Certificate in Foundations

Leading Today's Workforce
Navigating Employment Law
Hiring the Best Employees
Managing Employee Performance
Communicating for Growth and Results
Managing Multiple Priorities
Developing the Potential of Your Employees
Managing Occupational Health and Safety

For details, contact [kcacka@mail.sdsu.edu](mailto:kcacka@mail.sdsu.edu)

## Professional Certificate in Core Management

Communicating More Effectively
Setting the Stage for Winning
Driving Focus: Getting it Right from the Start
Teaming to Win
Innovating Every Day
Sustaining Alignment
Managing Change
Peer Learning Laboratories and Action Planning

For details, contact [kcacka@mail.sdsu.edu](mailto:kcacka@mail.sdsu.edu)



# ment Fall Course Calendar



Foundational Skills	
Oct. 7, 8:30 am-12 pm	Thursday
Oct. 7, 1-4:30 pm	Thursday
Oct. 14, 8:30 am-12 pm	Thursday
Oct. 14, 1-4:30 pm	Thursday
Oct. 21, 8:30 am-12 pm	Thursday
Oct. 21, 1-4:30 pm	Thursday
Oct. 28, 8:30 am-12 pm	Thursday
Oct. 28, 1-4:30 pm	Thursday

du or [www.neverstoplearning.net/foundational](http://www.neverstoplearning.net/foundational)

Management & Leadership	
Oct. 13-27, 8:30 am-4:30 pm	Wednesdays
Oct. 13-27, 8:30 am-4:30 pm	Wednesdays
Oct. 13-27, 8:30 am-4:30 pm	Wednesdays
Oct. 13-27, 8:30 am-4:30 pm	Wednesdays
Oct. 13-27, 8:30 am-4:30 pm	Wednesdays
Oct. 13-27, 8:30 am-4:30 pm	Wednesdays
Oct. 13-27, 8:30 am-4:30 pm	Wednesdays
Oct. 13-27, 8:30 am-4:30 pm	Wednesdays

du or [www.neverstoplearning.net/leadership](http://www.neverstoplearning.net/leadership)

Professional Certificate in Contract Management		
Effective Proposal Writing and Communication	Sept. 27-Nov. 1, 6-9 pm	Mondays
Teaming, Partnering, and Subcontracting	Oct. 20-Nov. 24, 6-9 pm	Wednesdays
Essential Contract Management and Techniques	Oct. 26-Nov. 30, 6-9 pm	Tuesdays
Legal Aspects of Contracts	Nov. 8-Dec. 13, 6-9 pm	Mondays
Sourcing and Price/Cost Analysis	Nov. 9-Dec. 14, 6-9 pm	Tuesdays

For details, contact [acook@mail.sdsu.edu](mailto:acook@mail.sdsu.edu) or [www.neverstoplearning.net/contract](http://www.neverstoplearning.net/contract)

Professional Certificate in Human Resources		
Health and Safety Management	Sept. 21-Dec. 7, 6-9:30 pm	Tuesdays
Staffing	Sept. 22-Dec. 15, 6-9:30 pm (No class Nov. 24)	Wednesdays
Introduction to Human Resources	Sept. 27-Dec. 13, 6-9:30 pm	Mondays
Directed Readings/Applied Project	Sept. 27-Dec. 13, 6-9:30 pm	Mondays

For details, contact [rbeard@mail.sdsu.edu](mailto:rbeard@mail.sdsu.edu) or [www.neverstoplearning.net/hrm](http://www.neverstoplearning.net/hrm)

Business Writing for Success		
Polishing Your Grammar Skills	Sept. 16, 8:30 am-12 pm	Thursday
The Five Essential Steps	Sept. 23, 8:30 am-12 pm	Thursday
Editing and Proofreading	Sept. 30, 8:30 am-12 pm	Thursday

For details, contact [kcacka@mail.sdsu.edu](mailto:kcacka@mail.sdsu.edu) or [www.neverstoplearning.net/bw](http://www.neverstoplearning.net/bw)

<b>Professional Certificate in Project Management   Sept. 21-Dec. 7</b>		
Project Risk Management	Sept. 21-Oct. 19, 6-9 pm	Tuesdays
Earned Value Management	Sept. 23-Oct. 21, 6-9 pm	Thursdays
Project Management Capstone: Project Simulation	Oct. 26-Dec. 7, 6-9 pm (No class Nov. 30)	Tuesdays
<b>Professional Certificate in Project Management   Spring 2011 (Jan. 4-July 20)*</b>		
Introduction to Project Management: Framework and Integration	Jan. 4-Feb. 1	Tuesdays
Team Building	Jan. 6-Feb. 3	Thursdays
Scope, Time, and Cost	Feb. 8-March 8	Tuesdays
Procurement	Feb. 10-March 17	Thursdays
Microsoft Project Fundamentals	March 15-April 19	Tuesdays
Human Resources and Communication	March 24-April 28 (No class March 31)	Thursdays
Risk Management	April 26-May 24	Tuesdays
Earned Value Management	May 5-June 2	Thursdays
Capstone Course: Project Simulation	June 8-July 20	Wednesdays
<b>For details, contact <a href="mailto:pm-ces@sdsu.edu">pm-ces@sdsu.edu</a> or <a href="http://www.neverstoplearning.net/pm">www.neverstoplearning.net/pm</a></b>		

*\*2011 dates subject to change.*

<b>Professional Certificate in Meeting Planning</b>
Meeting Planning Basics
Site Selection and Contract Negotiation
Food and Beverage Planning
Introduction to Special Events
Audio Visual Basics
Weddings and Social Events
Expositions and Trade Shows
Event Marketing and Promotion
Sponsorship and Fundraising
Financial Management of Meetings and Events
Event Design and Production
Professional Development
Building Your Own Event Planning Business
International Meeting Planning
<b>For details, contact <a href="mailto:ahanson@mail.sdsu.edu">ahanson@mail.sdsu.edu</a></b>

<b>Professional Certificate in Casino Gaming</b>
Gaming Regulations on Sovereign Soil
Table Games Management
<b>For details, contact <a href="mailto:acook@mail.sdsu.edu">acook@mail.sdsu.edu</a></b>



# ment Fall Course Calendar

Meeting and Event Planning	
August 19-Sept. 2, 6-9 pm	Thursdays
Sept. 9-25, 6-9 pm	Thursdays
Sept. 30-Oct. 7, 6-9 pm	Thursdays
Oct. 9, 9 am-4 pm	Saturday
Oct. 12 and 14, 6-9 pm	Tuesday and Thursday
Oct. 16, 9 am-4 pm	Saturday
Oct. 23, 9 am-4 pm	Saturday
Oct. 26 and 28, 6-9 pm	Tuesday and Thursday
Nov. 6, 9 am-4 pm	Saturday
Nov. 16-23, 6-9 pm	Tuesdays
Nov. 20, 9 am-4 pm	Saturday
Nov. 30-Dec. 7, 6-9 pm	Tuesdays
Dec. 4, 9 am-4 pm	Saturday
Dec. 11, 9 am-4 pm	Saturday

or [www.neverstoplearning.net/meeting](http://www.neverstoplearning.net/meeting)

Meeting Online   Sept. 20-Oct. 25

or [www.neverstoplearning.net/casino](http://www.neverstoplearning.net/casino)

Construction Certificates Online   Sept. 13-Nov. 20
<b>Professional Certificate in Construction Estimating</b>
Introduction to Construction Estimating
Essential Construction Math
Construction Blueprint Reading
Estimating and Bidding I
Estimating and Bidding II
Construction Materials and Processes
<b>Professional Certificate in Construction Practices</b>
Introduction to Construction Estimating
Essential Construction Math
Construction Blueprint Reading
Estimating and Bidding I
Estimating and Bidding II
Construction Materials and Processes
Contract Documents & Construction Law
Planning and Scheduling
<b>Professional Certificate in Supervisory Series</b>
Contract Documents & Construction Law
Planning and Scheduling
Oral and Written Communications

For details, contact [construction-ces@sdsu.edu](mailto:construction-ces@sdsu.edu) or [www.neverstoplearning.net/construction](http://www.neverstoplearning.net/construction)

